

No POD RWG member present when comments reviewed.

Prior to deployment request opportunity to review the finalized version of this reference.

Response: Accepted.

Scope

In our judgement, this process will be viable only on large CW projects; Consideration needs to be given to a fast-track approach for small or simple projects that minimizes that impact on the cost share partners or sponsors. We note that in REF 1015, USACE appears to be placing considerable interest in becoming more relevant to the customer. We therefore recommend establishing a periodically adjusted \$ threshold above which the more rigorous requirement will apply. Response: This is a general business process manual that establishes a corporate level of consistency by all USACE activities. The level of detail required is dependent on the size & complexity of the project. That doesn't change the overall process required to get there, but many individual steps will be streamlined for smaller/less complex projects.

This reference document, which is currently under development, will include Civil Works Program-specific processes and reference information necessary to supplement the overall Project Delivery Processes. This supplemental information is necessary in order to satisfy the specific needs of all projects funded under Civil Works Appropriations, whether direct funded or reimbursable. This document addresses Response: Rejected, prefer original wording the Civil Works Program and Budget Process, Civil Works Operation and Maintenance Automated Budget Process (ABS) interface, Work Breakdown Structure(s), Project Templates, Milestones, Contingency Funds Management, Comment Fields, and Civil Works Data Checklist.

Distribution

Project Delivery Team (PDT)Project Manager (PM)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Civil Works Program and Budget Process

This reference Response: Reworded - see master document describes the requirements for the development and submission of the Annual Civil Works Program and Budget in accordance with EC 11-2-18(X) for each fiscal year. The process covers an approximate 21-month time frame and therefore includes information relative to the CFY, BY, BY+1 and BY+2.

Appropriate linkages to the overall Project Delivery Process are included, especially for major events such as initial development and submission of the budget, OMB passback and reclama **[please define]** **Response: Accepted, will add to glossary**, capability development, budget defense, and ultimate appropriation of funds. The process also describes how budget versions of the active project schedule will be developed and used in P2 to model the data necessary for the Civil Works Program and Budget. This process incorporates the program and budget development functionality of PRISM, which will be replaced by P2 upon full deployment.

A supplemental process to interface P2 with the Civil Works Operations and Maintenance Automated Budget System (ABS) is also under development, and will be linked to the Civil Works Program and Budget Process when completed.

Refer to *Civil Works Program and Budget Process*[PROC1022] .

Work Breakdown Structure (WBS)

A Work Breakdown Structure (WBS) is under development for Civil Works Projects.

To the maximum extent possible, one WBS will be standardized for use across all civil works projects. The WBS will include the necessary categories of work for successful project delivery and upward reporting. The WBS will be embedded with the applicable work category codes (WCC) and will be the basis for the automated creation of corresponding work items in CEFMS via the P2 / CEFMS interface. Individual Project Templates will also be developed to tailor the WBS to the individual needs of different civil works project types such as projects specifically authorized by Congress, projects not specifically authorized by Congress (Continuing Authorities Program (CAP) and Support for Others (SFO), etc.), Formerly Used Sites Remedial Action Program (FUSRAP), **[suggest moving SFO and FUSRAP into another specific REF section for Miscellaneous Programs]** **Response: Reworded, see master document.**

Milestones

Recommended and required Milestones are under development for Civil Works projects.

The milestones will be developed in P3e and displayed as zero-duration events marking the start or completion of a significant product or service. As a best business practice, milestones will be defined and recommended for use in conjunction with each element of the WBS for the benefit of the PDT and District-level management. Required, or upward-reportable milestones will also be indicated to satisfy corporate data needs at the MSC and HQUSACE levels. To the maximum extent possible, common milestones that occur across civil works, military, environmental and R&D programs, such as “Contract Award” will have common, standard definitions and coding to facilitate communications and reporting.

Project Templates

Project Templates are under development to assist in the establishment of projects within P3e that satisfy the program and project management needs of various civil works project types.

[Recommend that general timelines for each task or activity are included in Project Templates] Response: Business Process (BP) team will review and respond.

Project templates will be based on a common WBS and include some underlying activities, and all milestones and schedule logic. Activities included in the templates can be modified, deleted, or ignored based on the requirements of the particular project or PDT preference. However, caution should be used in deleting activities associated with required milestones, to ensure that all mandatory milestones are represented. The user can add activities and logic, but in doing so, must make sure that all mandatory milestones are included at the appropriate location to capture required data, and that all added activities are properly aligned with the WBS. To assure uniformity of coding and reporting on project purposes, Work Category Codes (WCC), and feature/sub-features, the templates will contain embedded WCC coding at the WBS level. Feature/sub-feature information will be entered as Activity Code data in P3e. Project Purpose will be entered as project code data in Oracle Projects.

At this time, Project Templates are envisioned for the following:

Projects Specifically Authorized by Congress

General Investigations (GI) and Construction, General (CG) - Reconnaissance, Feasibility, PED, and construction phases

Operation & Maintenance

Formerly Used Sites Remedial Action Program (FUSRAP)

***Direct Appropriation Projects* Response: Rejected, uncertain of meaning**

Project Not Specifically Authorized by Congress

Continuing Authorities Program

Support for Others

Comment Fields

Comment field definitions are under development to capture and display supplemental text information for display on reports, fact sheets, etc.

In P3e, notebook fields for capturing comment (text) information can be assigned at the project, WBS, or activity level (or at multiple levels). Notebook fields at the project level will be include, but not be limited to:

Synopsis – A short project description (paragraph or less) used in reports, fact sheets, etc.

Detailed Project Scope – Complete details of the scope of the project as defined in the PMP or as provided by the customer. This field will be updated to reflect the current agreement with the customer on the scope of the project as the PMP is updated or revised.

Status – Brief status of the project for use in reports. (This field is NOT to be used to discuss project issues.)

Issues for Higher Headquarters/Customer – Issues that are included in upward reporting and reports to the customer.

Issues for Internal Use Only - Issues that are for use within a district/lab/center prior to their release to Higher Headquarters or the customer, such as issues to be addressed by the PRB. These issues may be resolved without release to Higher Headquarters or the customer.

Activity-**or task-Response: Rejected, prefer original wording** level notebook fields will also be used to capture additional, product-specific scope-of-work information to supplement or support activity development and resourcing.

Contingency Funds Management

Contingency funds are program or project funds that have been set-aside, or reserved, to cover program or project uncertainties. Ideally, the greater the uncertainty of a program or project, the greater the percentage of available funds set aside as program or project contingency funding.

The PDT is responsible for developing project estimates and budgets, including identifying the level of risk and uncertainty with project activities, and including an appropriate amount of contingency funding in the budget commensurate with the level of risk and uncertainty to assure project success. Contingency funds management guidelines address two types of contingency funds: (1) contingencies that develop during the course of project execution when activities are completed at less than budgeted cost, allowing funds to be re-allocated to other activities or projects (refer to *Contingency Funds, Project Level[REF1011]*); and (2) directly budgeted, programmatic contingencies, such as those for Construction **or Response: Rejected - “Construction General” is a program; proposed change to add the word “or” would alter intent** General projects specifically authorized by Congress.

The cost estimate for each project, subproject, or separable element of a project must include a separate item for contingencies as an allowance against some adverse or unanticipated condition not susceptible to exact evaluation from available data. Contingencies will be displayed **[is this in P3e???** **Response: Yes** under a separate feature using feature code 59. Separate line-items and descriptions may be used, if desired, under feature 59 to specifically display the contingencies associated with the work shown under features 01 through 31 **[assume that the relevance of these features will be defined???** **Response: These are in the budget EC**. The contingency allowance should be varied according to the stage of planning and design after considering the sufficiency of the data which form the basis of each

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quantity estimate. *ER 1110-2-1302, appendix D*[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-2-1302/a-d.pdf>], shows reasonable percentage factors to be used for contingency allowances in estimates of costs for construction and relocation features. For projects that are not programmed to complete in the PY, the project cost estimate may include appropriate contingency allowances. However, the PY request must not include an amount for contingencies and such allowances must be distributed in the outyears in proportion to the work to which the contingencies apply. Contingencies may only be included in the programmed or unprogrammed balance to complete in proportion to the work included therein. For projects that are programmed to complete in the PY, the PY request may include an appropriate, reasonable amount for contingencies. As a project nears completion, the contingency allowance must be reduced accordingly. **In no case will contingencies for completed work be included in the programmed or unprogrammed balance to complete subsequent to programmed project completion in the PY through PY+9.** Claim settlements and deficiency judgments in the PY through PY+9 will be handled in accordance with normal reprogramming procedures. PY through PY+9 requests must not include amounts for anticipated claim settlements or anticipated deficiency judgments.

Civil Works Data Checklist

A Data Checklist for required civil works data elements is under development.

The Data Checklist will identify all required civil works data elements and provide a crosswalk to the single-source data entry location in P2. The Data checklist will assure that all required data elements are accounted for, to include data elements in any replaced databases such as PRISM (including GI Database, CAP Database, etc.) and any other databases with which P2 interfaces such as CEFMS, RMS, etc. so that the data entry source is clearly identified. The checklist will also provide additional meta-data information such as a brief data element definition/naming convention, whether data input is a user choice or selected from a menu, whether single or multiple data entries are allowed (such as for Congressional District), etc.